



The Human Element of Safe Vessel Operations

Tanker Operator Conference – Athens 2022

Mr. Theophanis Theophanous (Managing Director Bernhard Schulte Shipmanagement (Hellas))
3rd May 2022

We have been in the shipping business since 1883

With this experience and knowledge, we understand what ship owners really want beyond professional and efficient ship management: They want a partner they can trust; a partner that delivers peace of mind.



BSM Overview



Dedicated service from more than 30 locations worldwide

452

vessels in full
management

200

vessels in crew
management

30+

locations
globally

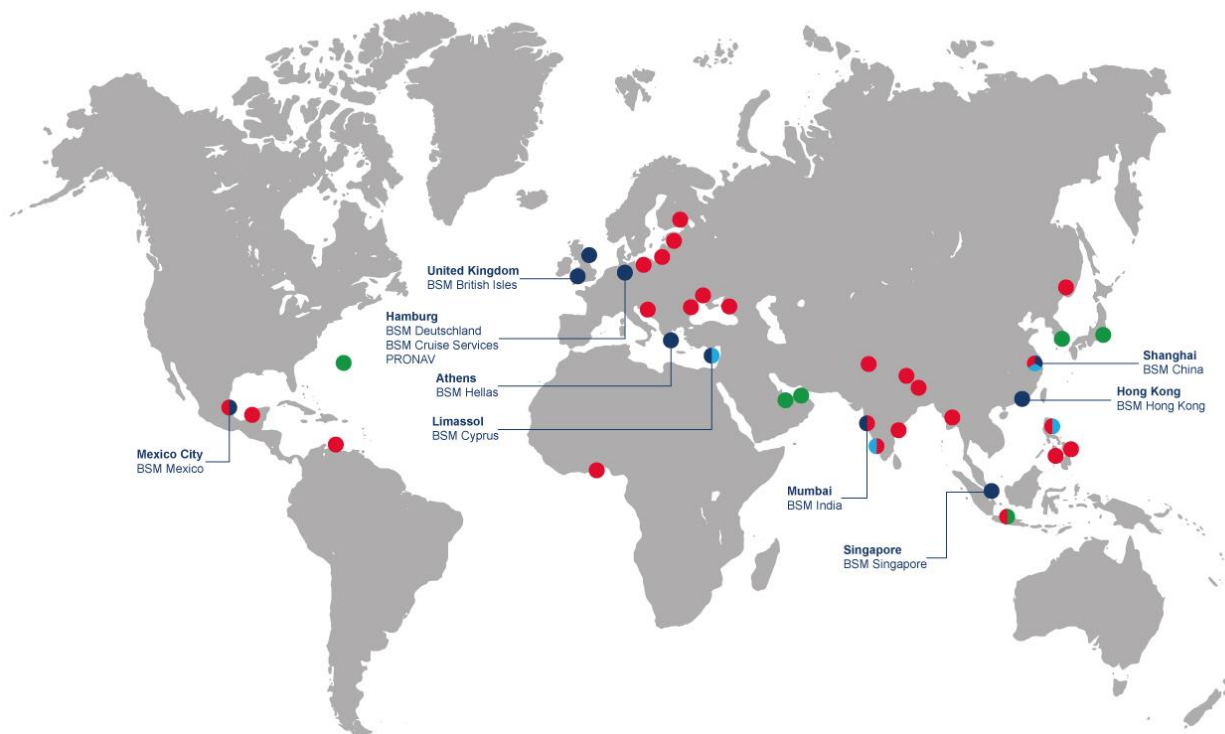
20,000

BSM
seafarers

2,000

shore-based
employees

- Family-owned business, valuing long-lasting relationships and preserving our reputation
- Client-centric service through 11 regional ship management centres
- Experience with all major vessel types and dedicated units for the cruise & offshore segment
- Extensive crew recruitment network and world-class training facilities



○ 11 Ship Management
Centres (SMCs)

● 25 Crew Service
Centres (CSCs)

○ 4 Maritime Training
Centres (MTCs)

● 6 Representative
Offices



Maritime Solutions of the Schulte Group

BSM and its affiliates deliver a wide range of specialised maritime solutions





01 Just Culture and Safety Culture.

02 Crew Welfare.



Just Culture and Safety Culture

01

A Set of Beliefs

- A recognition that professionals will make mistakes
- A recognition that even professionals will develop unhealthy norms
- A fierce intolerance for reckless conduct

A Set of Duties

- To raise your hand and say “I’ve made a mistake”
- To raise your hand when you see risk
- To resist the growth of at-risk behaviour
- To participate in the learning culture
- To absolutely avoid reckless conduct

Why? To consistently improve safety in the workplace and enhance Safety Culture.

How?

- Everyone is made aware of company’s values and are expected to make choices to protect them.
- Learning from mistakes and improving.
- Every person is treated fairly and is empowered to do the best in their position.



Just Culture vs No Blame Culture



Under “Just Culture” individuals are not blamed for ‘honest errors’
but
are held accountable for willful violations and gross negligence.

No-Blame Culture

Just Culture

- Blame-free environment.
- Unintentional incidents due to human error, should not lead to individuals being blamed or punished.
- Tendency for ignoring acts of risk prone behaviour.
- Not adequate to distinguish between liable or exempt acts, even from repeat offenders.

- Defines acceptable and unacceptable behaviours.
- The vast majority of unsafe acts can be reported without blame or punishment being attributed.
- Increase the management’s ability to make informed decisions to improve safety
- “Accountable environment” where employees feel they work for a fair and balanced organisation.



Four types of unsafe behaviours



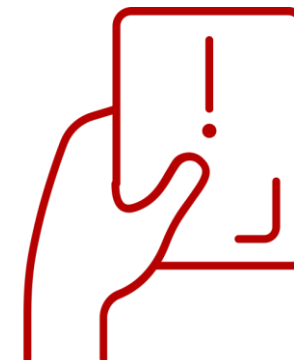
Human Error

Negligent Conduct



Reckless Conduct

Wilful Violations

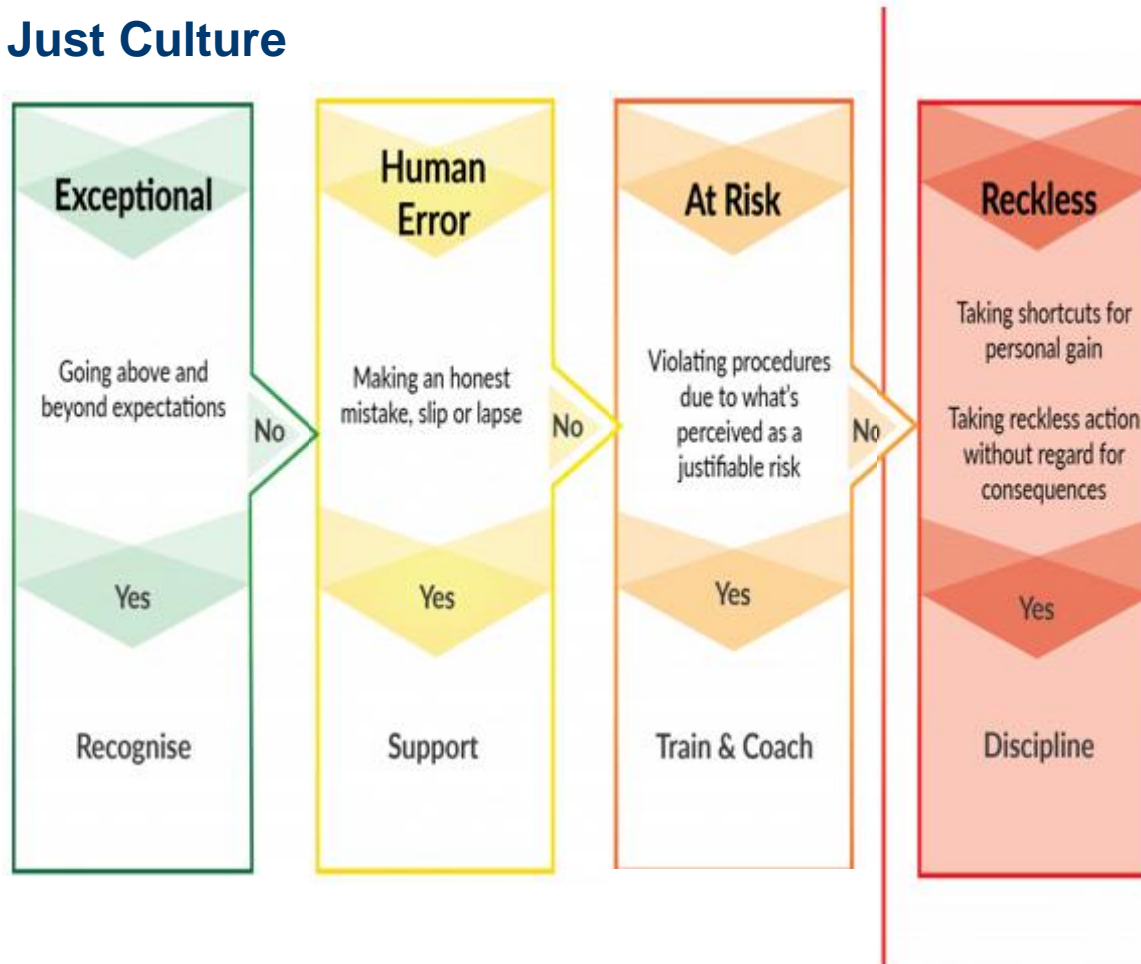




Just Culture Fostering A Safety Culture



Just Culture



Support, training and coaching rather than punishment.

BUT

Gross negligence, willful violations and destructive acts are not tolerated.



Possibility of failure



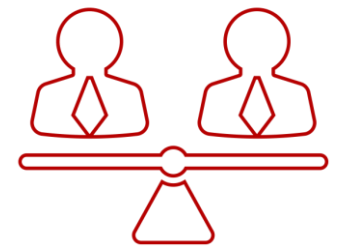
Regard to
expertise



Ability to adapt



Concentrate
(bigger picture)



Alter hierarchy for a
specific situation

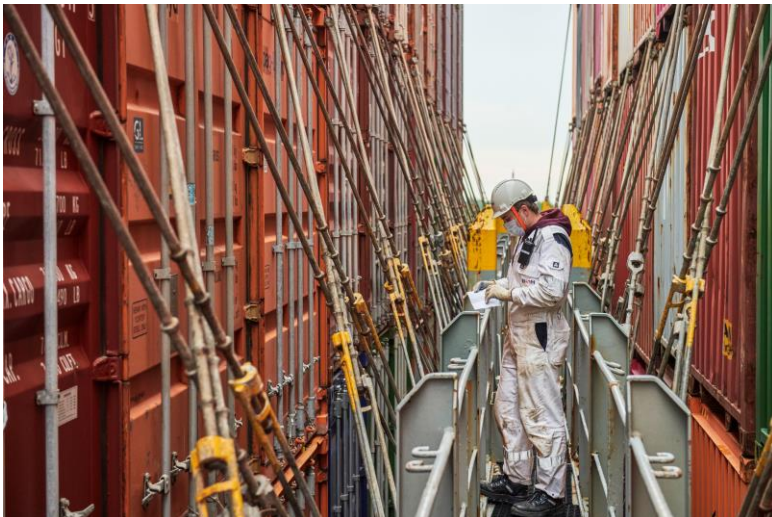


Safety Culture / Just Culture



Leadership and commitment to a strong safety culture, must be demonstrated by Senior Management by:

- Establishing the correct strategic direction.
- Providing adequate resources.
- Encouraging all employees ashore and onboard to actively participate and contribute to a strong safety culture.
- Providing all Seafarers with a “Stop Work Authority” and to encouraging them to identify and stop unsafe acts and conditions before they may cause harm.



BSM Safety Culture

Working towards a zero-incident future



How BSM Drives Safety

Understanding Human Factors

BSM understands the impact that design, systems and structures have on the effectiveness of our safety culture and encourage knowledge sharing to continually improve our safety performance.

Manuals in “Project Pilot” Style

Concise and visual manuals, drawing on aviation industry best practice, focused on improving the understanding of critical safety procedures.

Behavioural Based Safety (BBS)

Approach for active crew engagement to identify unsafe behaviour and driving improvement by targeted training and positive reinforcement of safe behaviour.

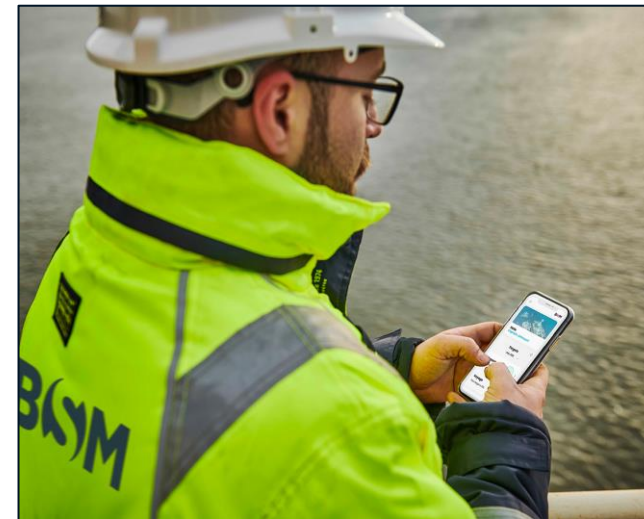
Enhanced Just Culture to support Safety Culture

We create an environment of trust to improve performance by encouraging seafarers and shore staff to take greater personal responsibility for their actions.

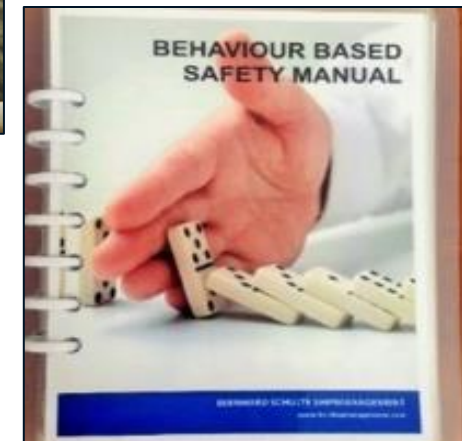
Development of mobile applications and iPads onboard

Providing our people with easy access to information and reporting opportunities, such as our database of procedures ‘QDMS’ (online and offline).

Safety is essential in BSM’s culture and defines the way we do business



BSM “Project Pilot” Manuals



Crew Management

Recruiting, retaining and developing competent seafarers



We believe that a close and personal relationship with our crew creates the trust, knowledge and commitment required to deliver operational excellence.

- Close and personal relationships with our crew leading to a **high retention rate**
- Our global network of **Crew Service Centres** allows us to meet the crewing challenges of today and tomorrow
- Our state-of-the-art **Maritime Training Centres** provide generic and bespoke development programmes
- Our innovative **Cadet Training Programme** develops BSM's officers of the future
- Modern **IT systems** to manage crewing operation effectively and support communication with seafarers

20,000+ Seafarers

80+ Nationalities

>90% Retention Rate





Crew Welfare

02



Health & Wellbeing Campaigns



- **BSM Sofa Teams channel (Crew and Shore employees)**
News, activities and competitions.
- **Physical Wellbeing**
Weight Management & Shipboard Olympics.
- **Mental Wellbeing**
Crew Wellbeing & Mental Wellness.
- **Environmental & Social Wellbeing**
Seafarers Got Talent Video Competition, No Tobacco Day, BlueSeasMatter competition and Shipboard Karaoke Competition.





Seafarers' Welfare Organisations



Mental Health Awareness

- Video for Seafarers, created in collaboration with Sailors Society, provided onboard.



Mission to Seafarers WeCare Programme

- 2 x CBTs targeting root causes of stress relating to (i) Managing Finances (ii) How to Handle Social Media

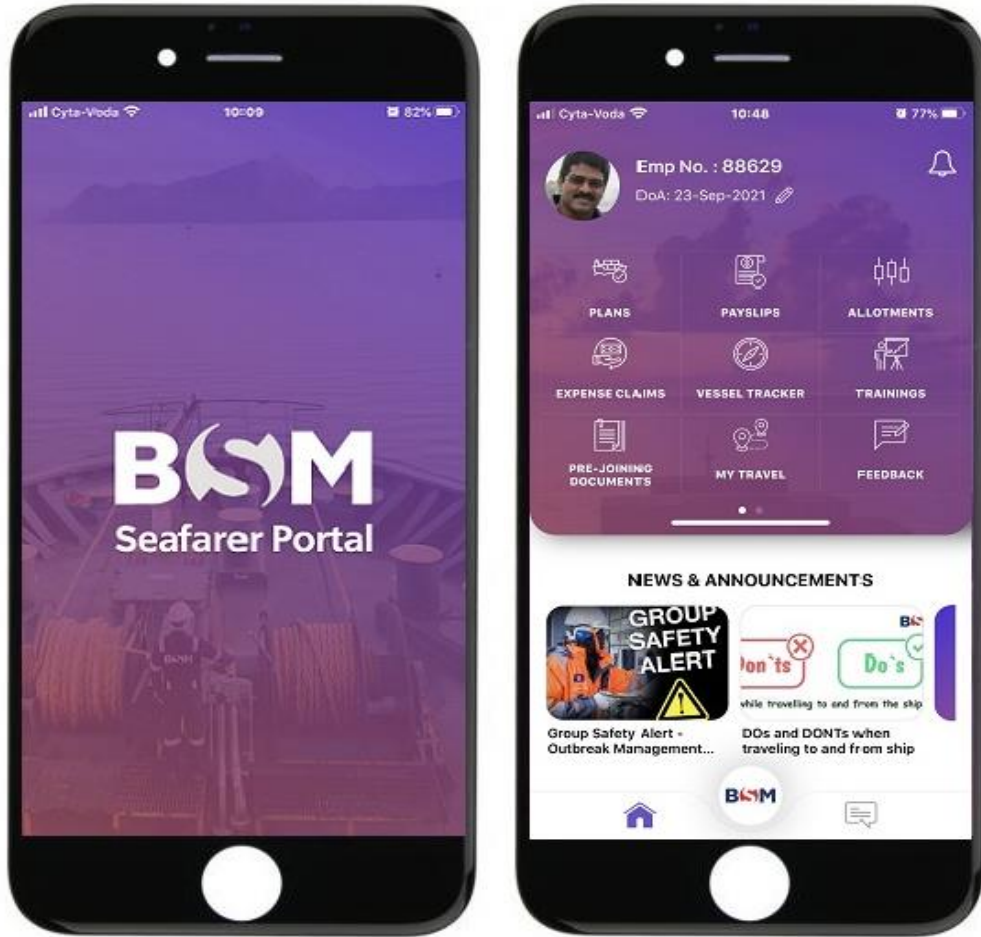


BSM-specific Emotional Support Helpline with ISWAN

- 24-hour multilingual helpline as a direct service for seafarers and their families.



BSM Seafarer Portal - mobile app



Planning

From date of next availability to next assignment and relief plan.

Finances

Online access to allotments and pay slips.

Training

Training records, training reservations and certifications.

Support

Direct communication with shore team through the app

BSM Vessel Tracker

Voyage details, ship info.

Port search to discover other BSM managed vessels calling the same port.

Pre-Joining Checklist

Electronic acknowledgement possible for company policies and related declarations.

Last Appraisals

Published in the Seafarer Portal app.



Thank you very much!

Bernhard Schulte Shipmanagement (Hellas) SPLLC

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